CAPTAIN'S CAREER COURSE

LESSON: LEADERSHIP VALUES AND ETHICAL DECISION-MAKING

TERMINAL LEARNING OBJECTIVE

- **ACTION: Identify the Relationship Between Leadership Values and Ethical Decision-Making.**
- **CONDITION: In a classroom environment, given a scenario, and FM 22-100,**
- **STANDARD: Identify the relationship of Leadership Values, Ethical Decision-Making, and be prepared to explain the difference between values and ethics IAW FM 22-100.**

SAFETY, RISK, AND ENVIRONMENTAL CONCERNS

- **Safety Requirements:** **None**
- **Risk Assessment:** **Low**
- **Environmental Considerations:** **None**

PRIMARY REFERENCES

- **FM 22-100, Military Leadership**
- **TVT 22-61, Living Army Values**
- **TVT, Crimson Tide**

ETHICAL DILEMMA

Situation in which two or more deeply held values come into conflict. In these situations, the correct ethical choice may be unclear.

ARMY VALUES

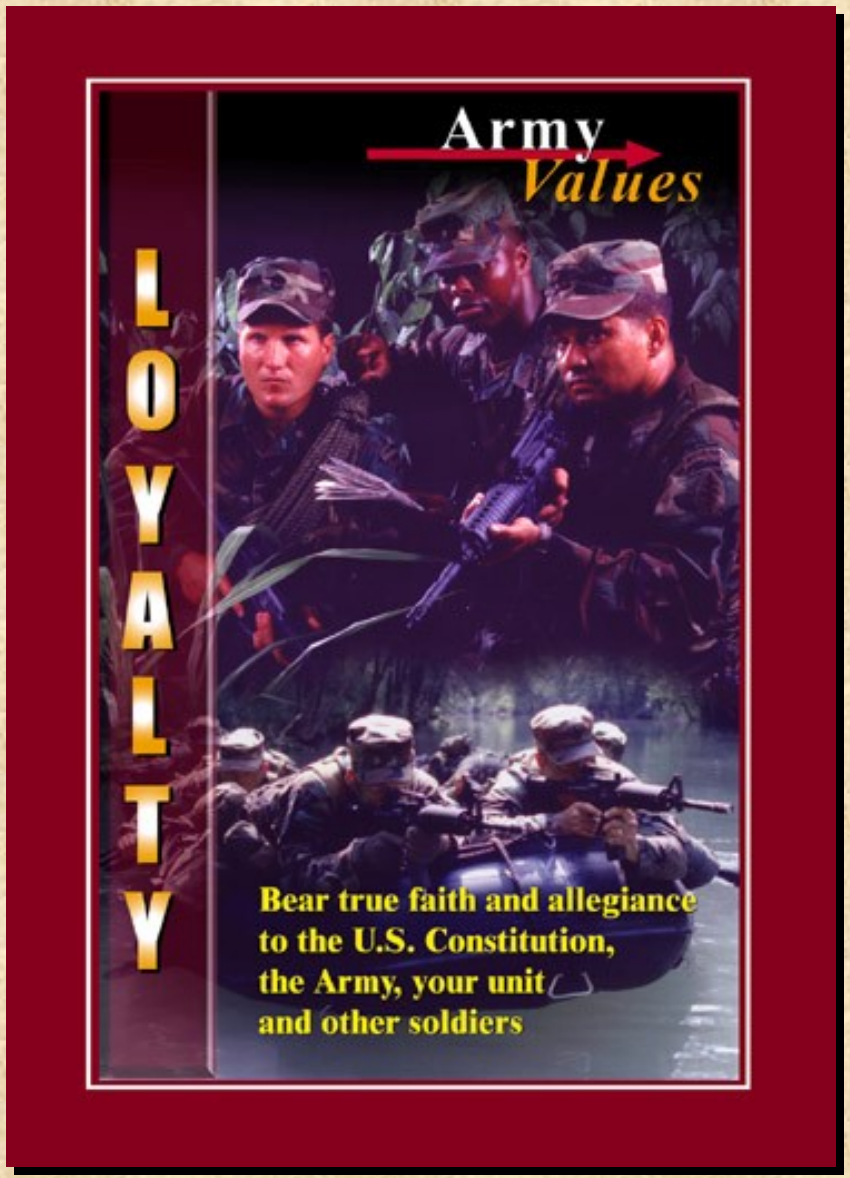
United States Army
Values
Loyalty
Duty
Respect
Selfless-Service
Honor
Integrity
Personal Courage

ETHICS AS DOCTRINE

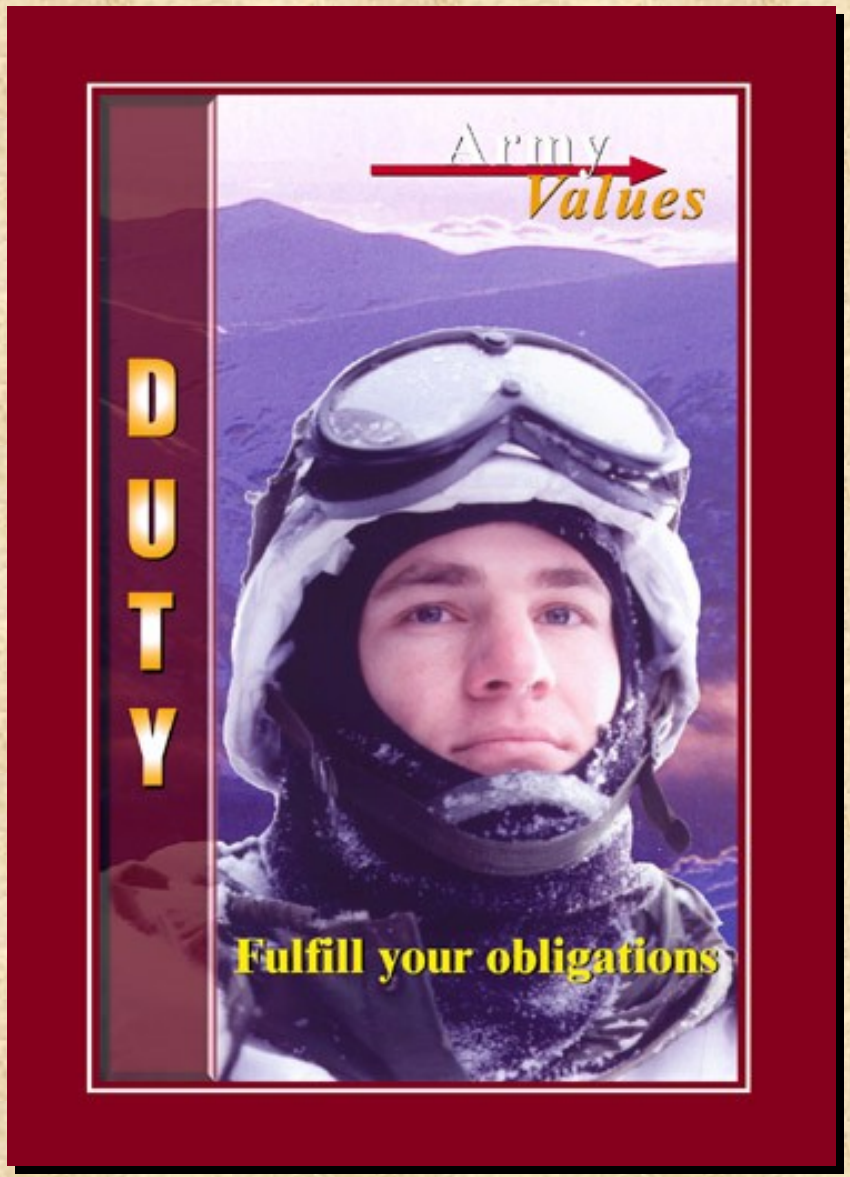
Ethics as Doctrine
FM 100-5

The nation expects its Army to adhere to the highest standards of professional conduct and to reflect the ideals of American values. The American people demand a high-quality Army that honors the core values of the constitution it is sworn to Uphold...a strong respect for the rule of law, human dignity, and individual rights

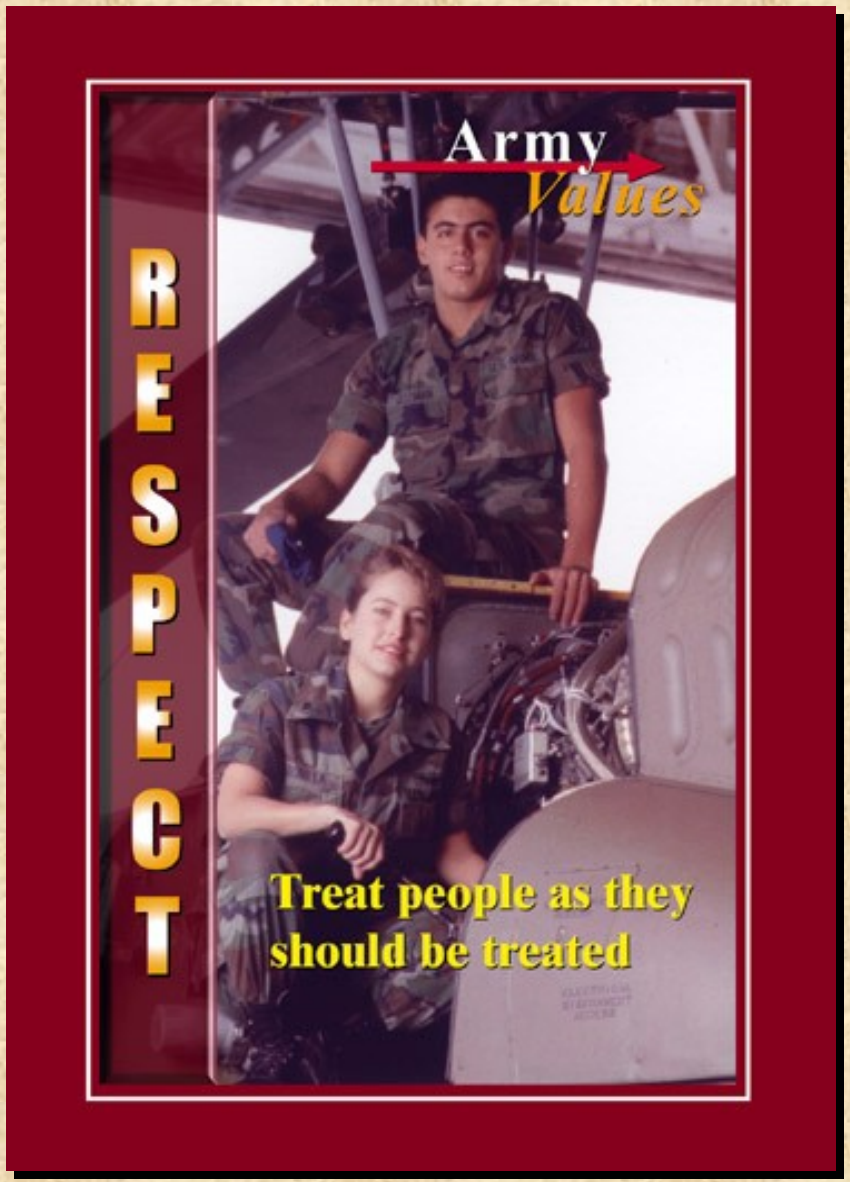
LOYALTY


Army
Values
LOYALTY
Bear true faith and allegiance
to the U.S. Constitution,
the Army, your unit
and other soldiers

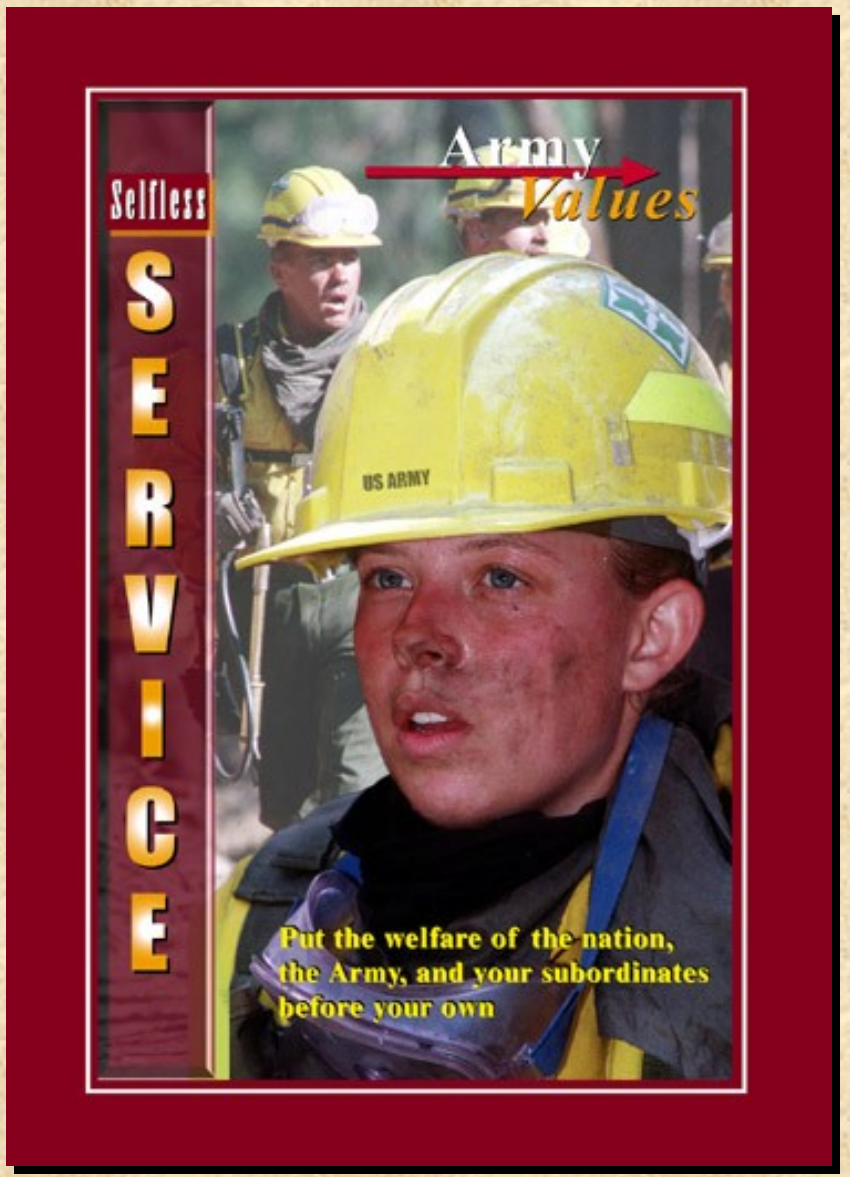
DUTY



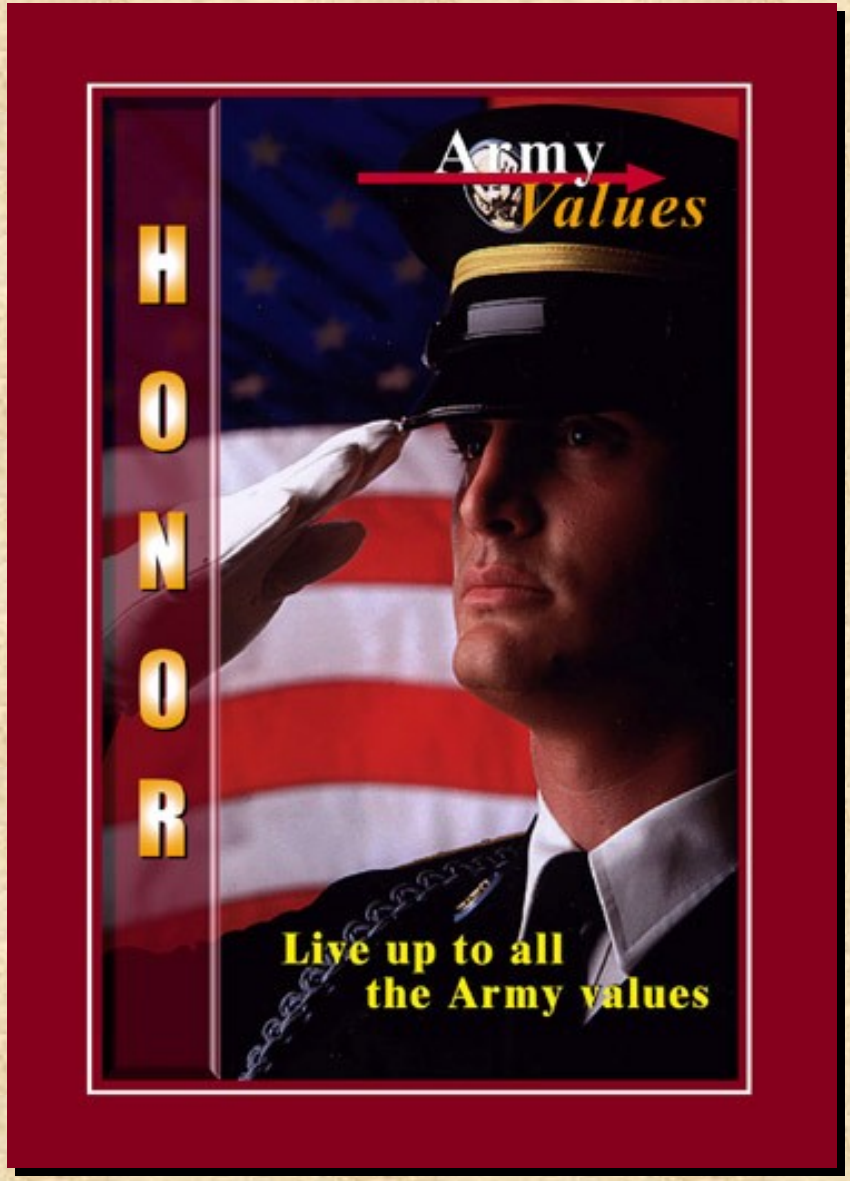
RESPECT



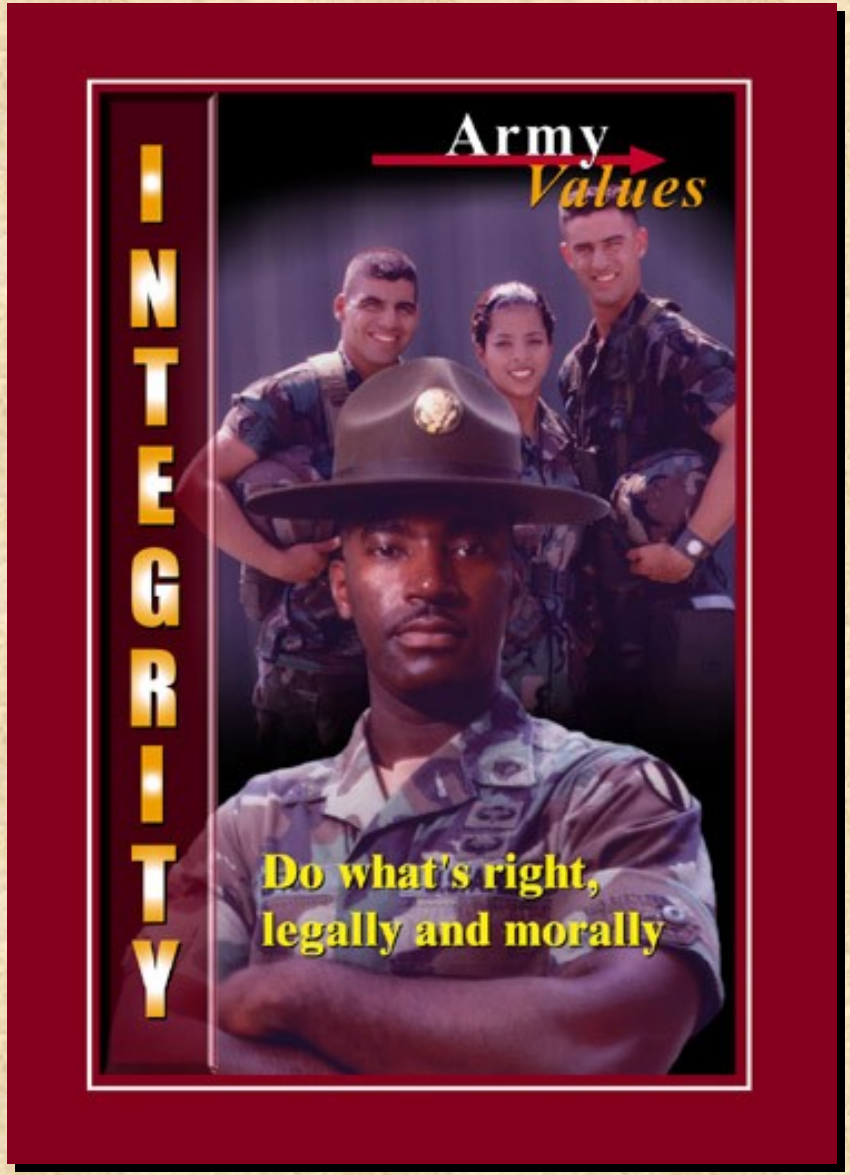
SERVICE


Selfless
SERVICE
Army Values
US ARMY
Put the welfare of the nation, the Army, and your subordinates before your own

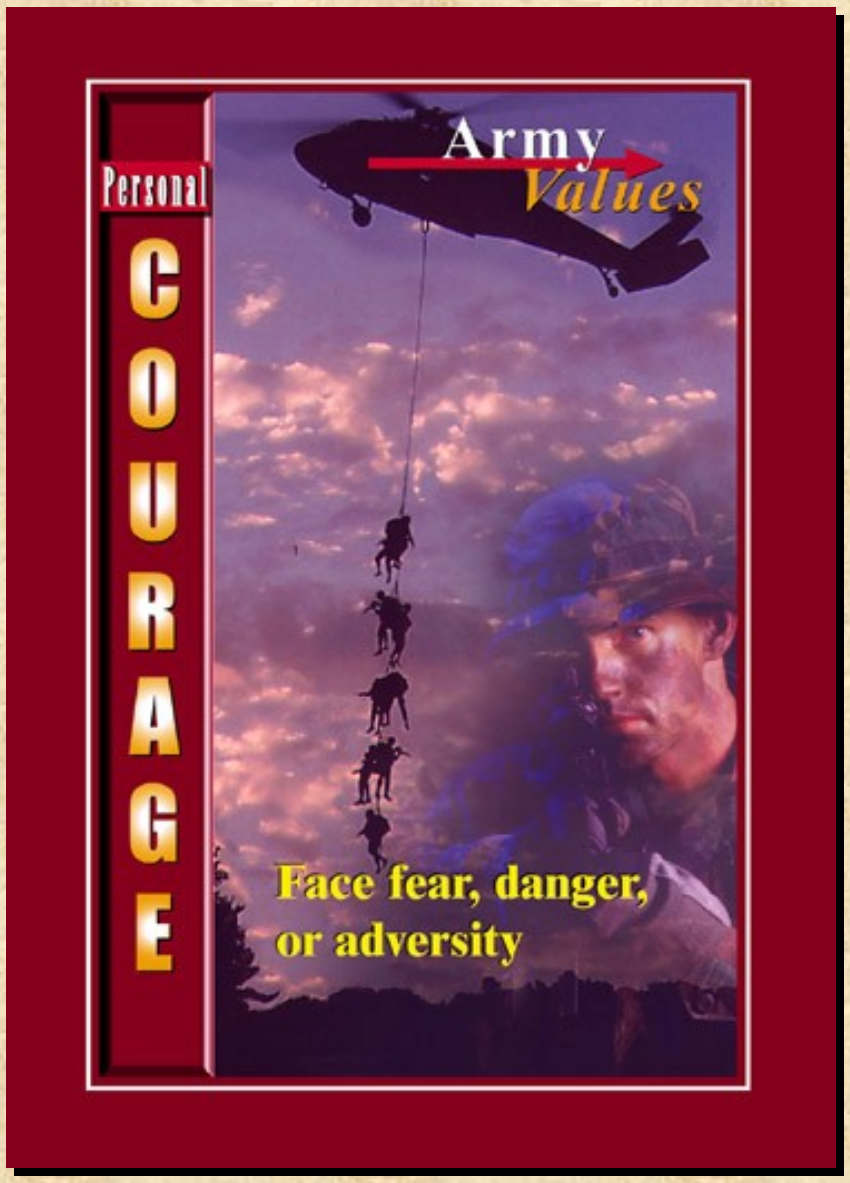
HONOR



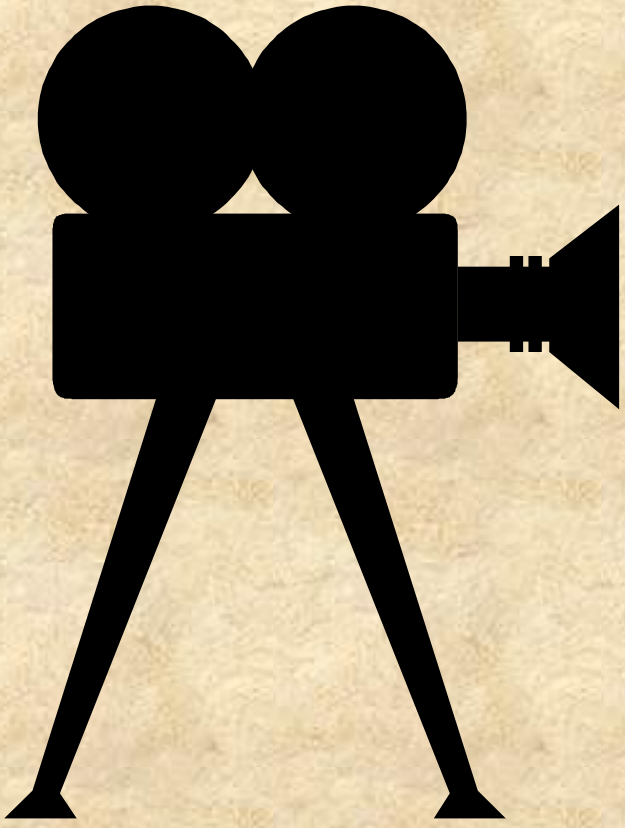
INTEGRITY



COURAGE


Army Values
Personal
COURAGE
Face fear, danger, or adversity

SHOW VIDEO



Living Army Values

Message from the Chief of Staff of the Army

WHY ETHICS?

Why Now?

STATISTICS OF SOCIAL REGRESSION

1960

- **Crime 179.3 per 10,000 people.**
- **Violent Crime 16.1.**
- **Illegitimate Birth 5.3%.**
- **Single Parent: 9.1%.**
- **Teen Suicide: 3.6%.**
- **SAT Score: 975.**

1991

- **Crime 589.8 per 10,000 people.**
- **Violent Crime 75.8.**
- **Illegitimate Birth 28%.**
- **Single Parent: 28.6%.**
- **Teen Suicide: 11.3%.**
- **SAT Score: 899.**

TOP SEVEN SCHOOL PROBLEMS

1940's

- **Talking out of turn.**
- **Chewing gum.**
- **Making noise.**
- **Running in the halls.**
- **Cutting in line.**
- **Dress code infractions.**
- **Littering.**

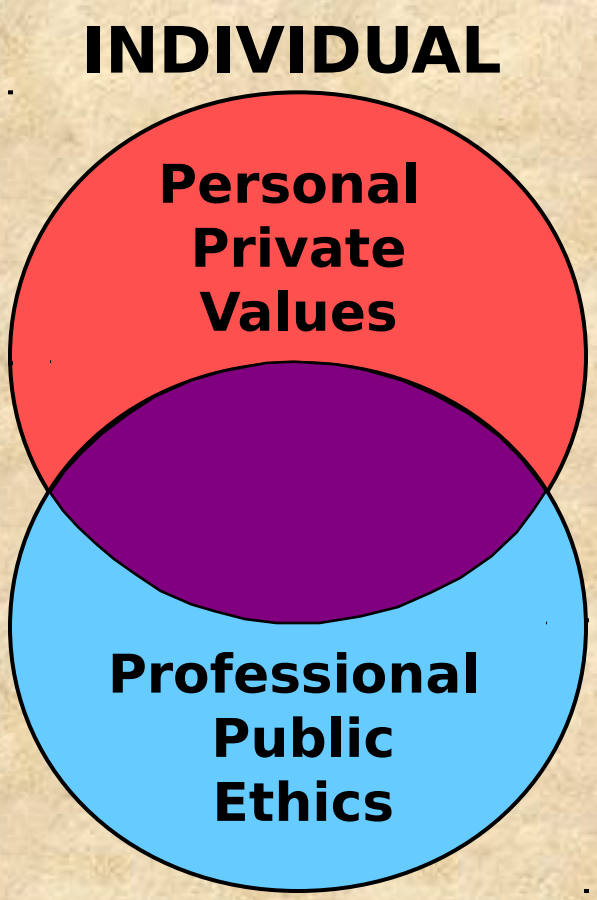
1990's

- **Drug abuse.**
- **Alcohol abuse.**
- **Pregnancy.**
- **Suicide.**
- **Rape.**
- **Robbery.**
- **Assault**

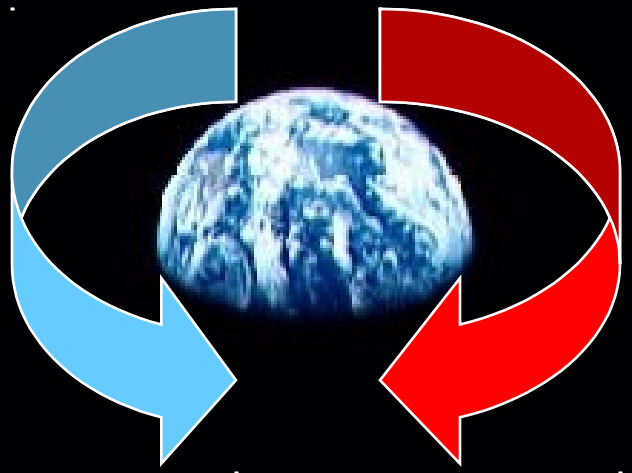
ETHICS

Is Doing The Right Thing!

INTEGRATING VALUES/ETHICS



Leader's Challenge



To act morally and ethically in all aspects of one's private/personal and public/professional life regardless of where you are at.

BUILDING AN ETHICAL UNIT CLIMATE

Integrity

Honor

Respect

Courage

Loyalty

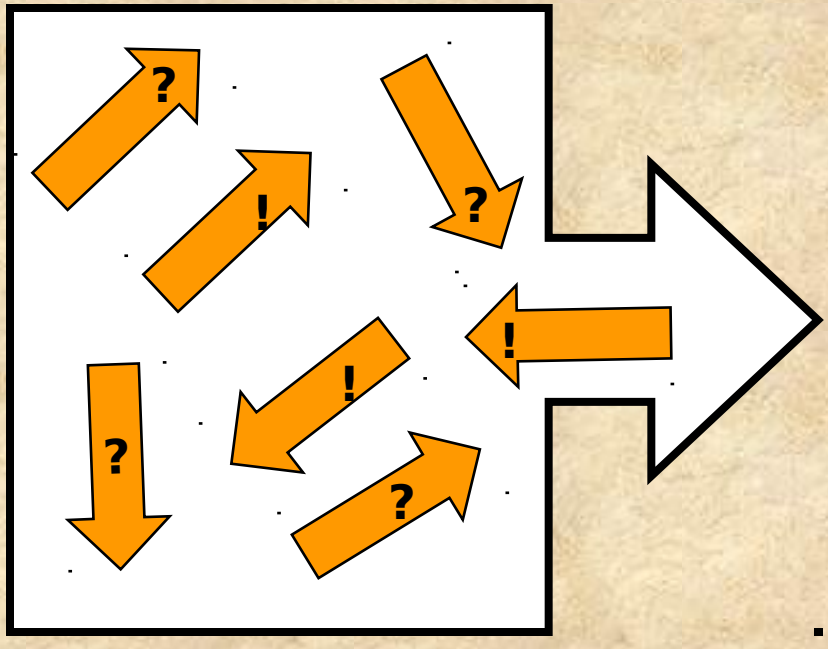
Duty

Selfless-Service

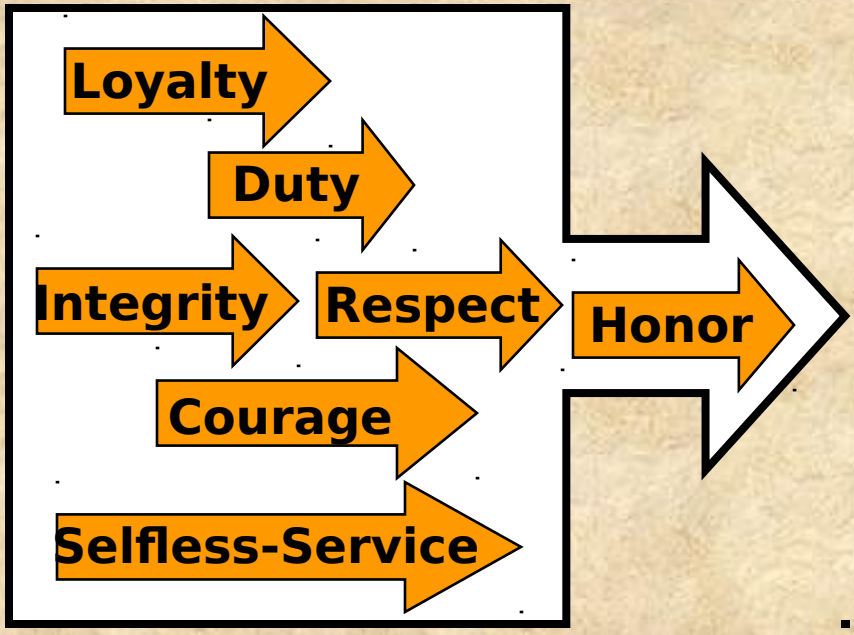
TOOLS TO BUILD AN ETHICAL CLIMATE

- **Organizations Culture.**
- **Training that Builds an Ethical Climate.**
- **Assessing the Ethical Climate.**

ETHICAL LEADERSHIP IN THE UNIT



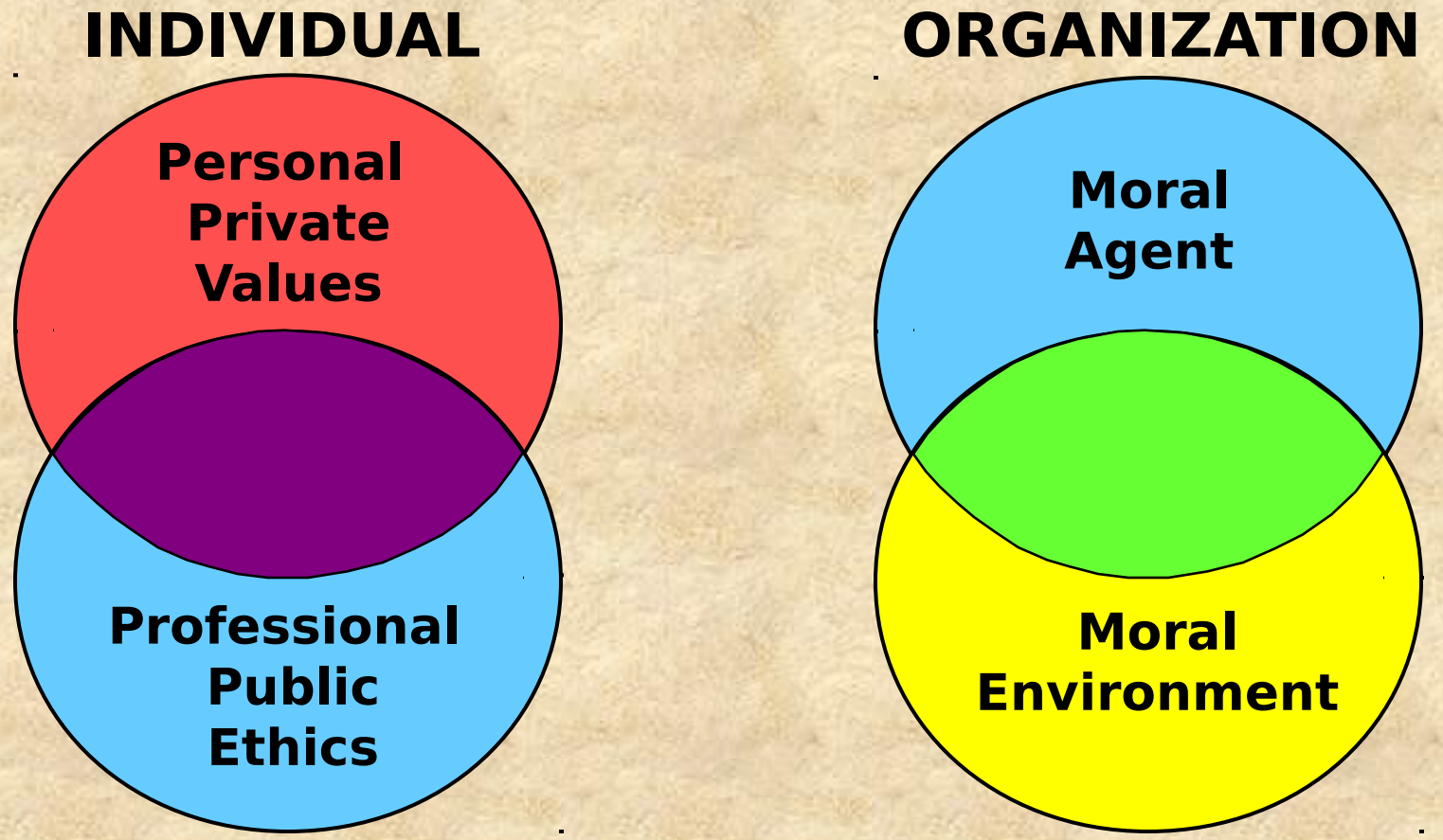
Without Direction



With Direction

DUAL ROLE OF THE LEADER

INTEGRATING VALUES/ETHICS



SOLDIER LEARN THROUGH OBSERVATION

Pay attention to their leaders

Observe other soldiers receiving awards

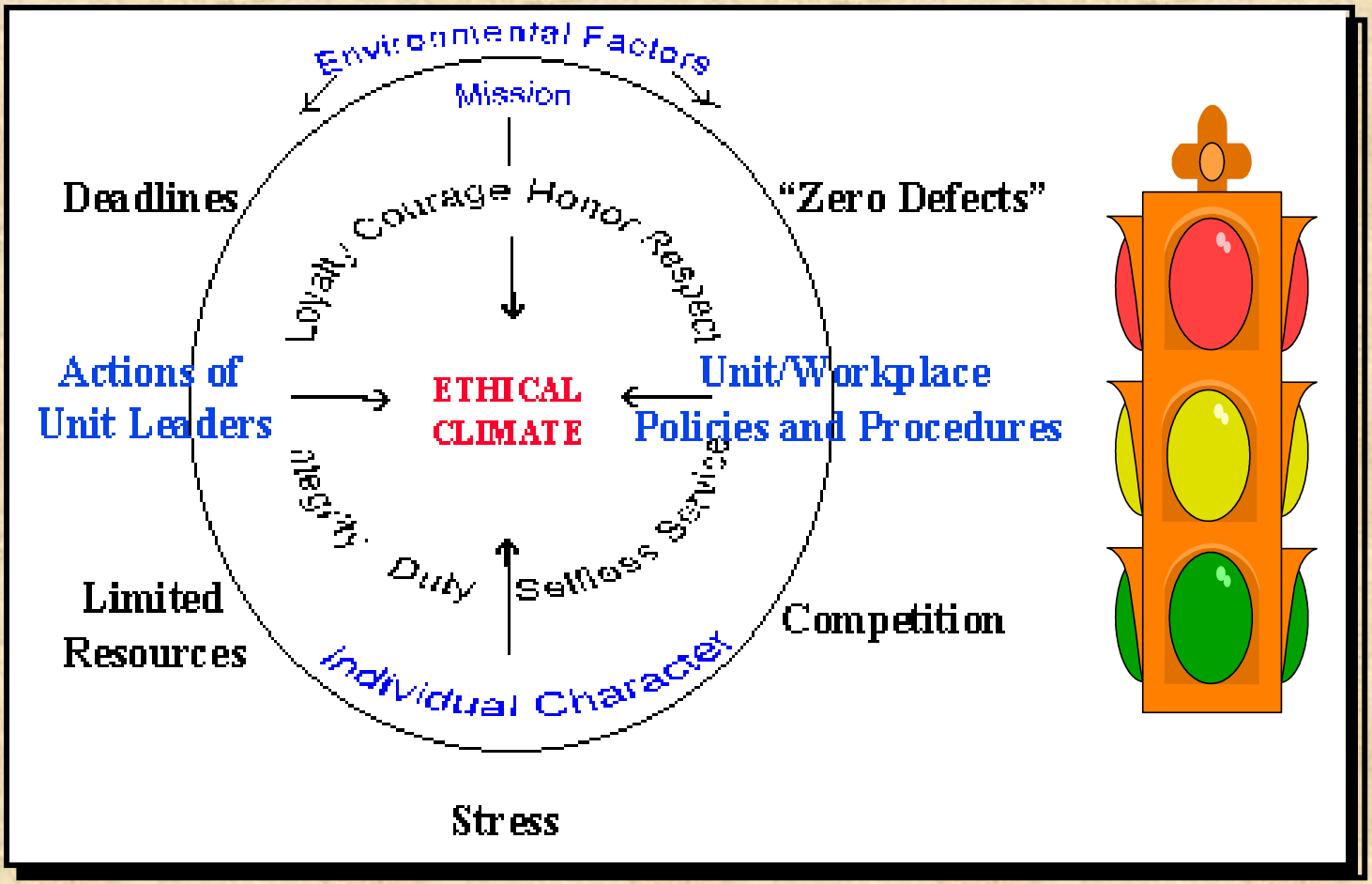
See what the other soldiers did and what happened to them

Recognize our commitment to the unit

THE HEALTHY ORGANIZATION

- **Clear guidelines.**
- **Ethical behavior is rewarded.**
- **Level of competition and stress is low.**
- **Expectation and standards are clearly defin**
- **Informal norms are consistent Army Values**
- **All rewards and punishments fair and equa**

ETHICAL CLIMATE ASSESSMENT SURVEY



ARMY VALUES
THE MORAL COMPASS

Honor

Integrity

Courage

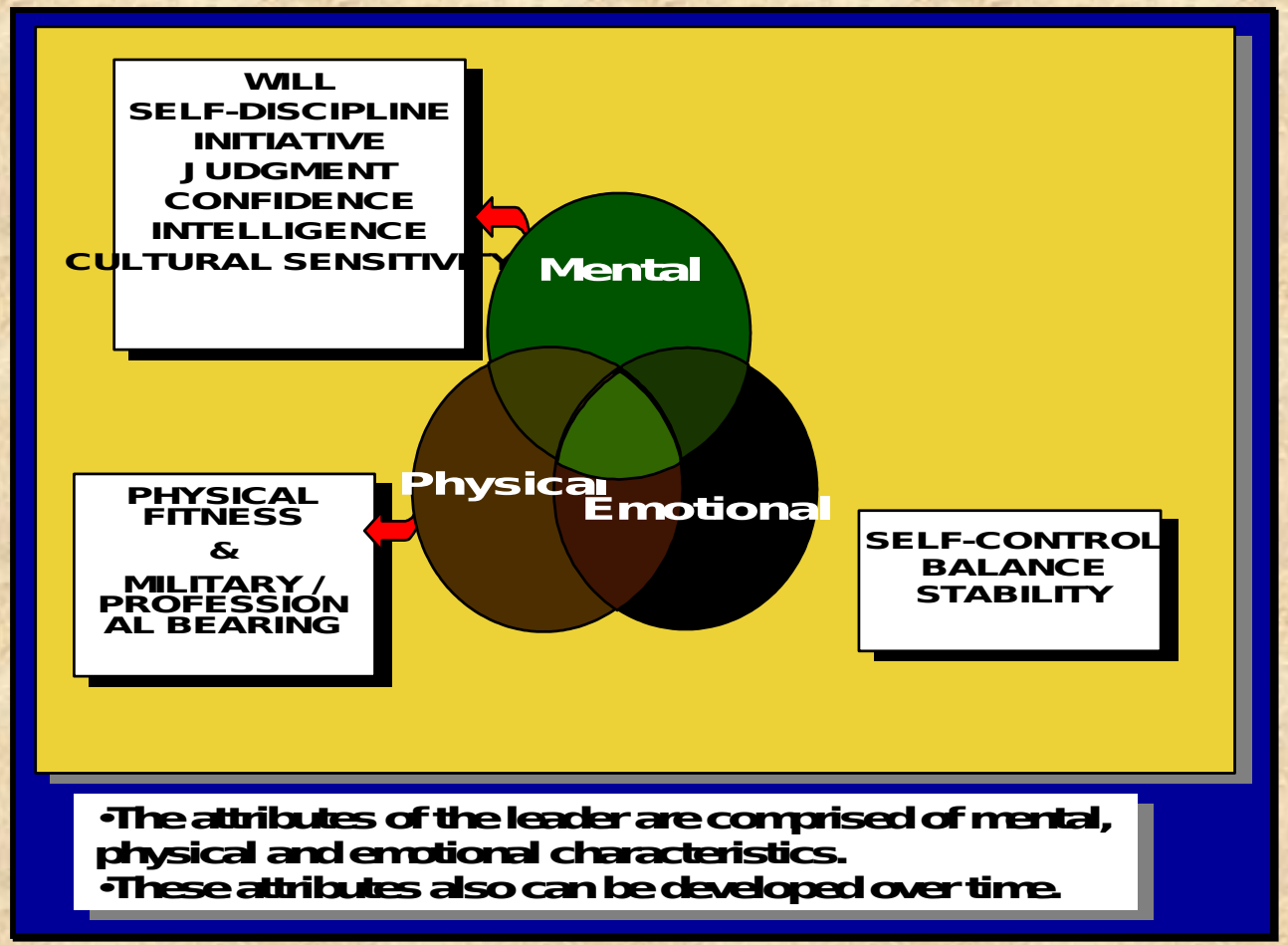
Respect

Selfless Service

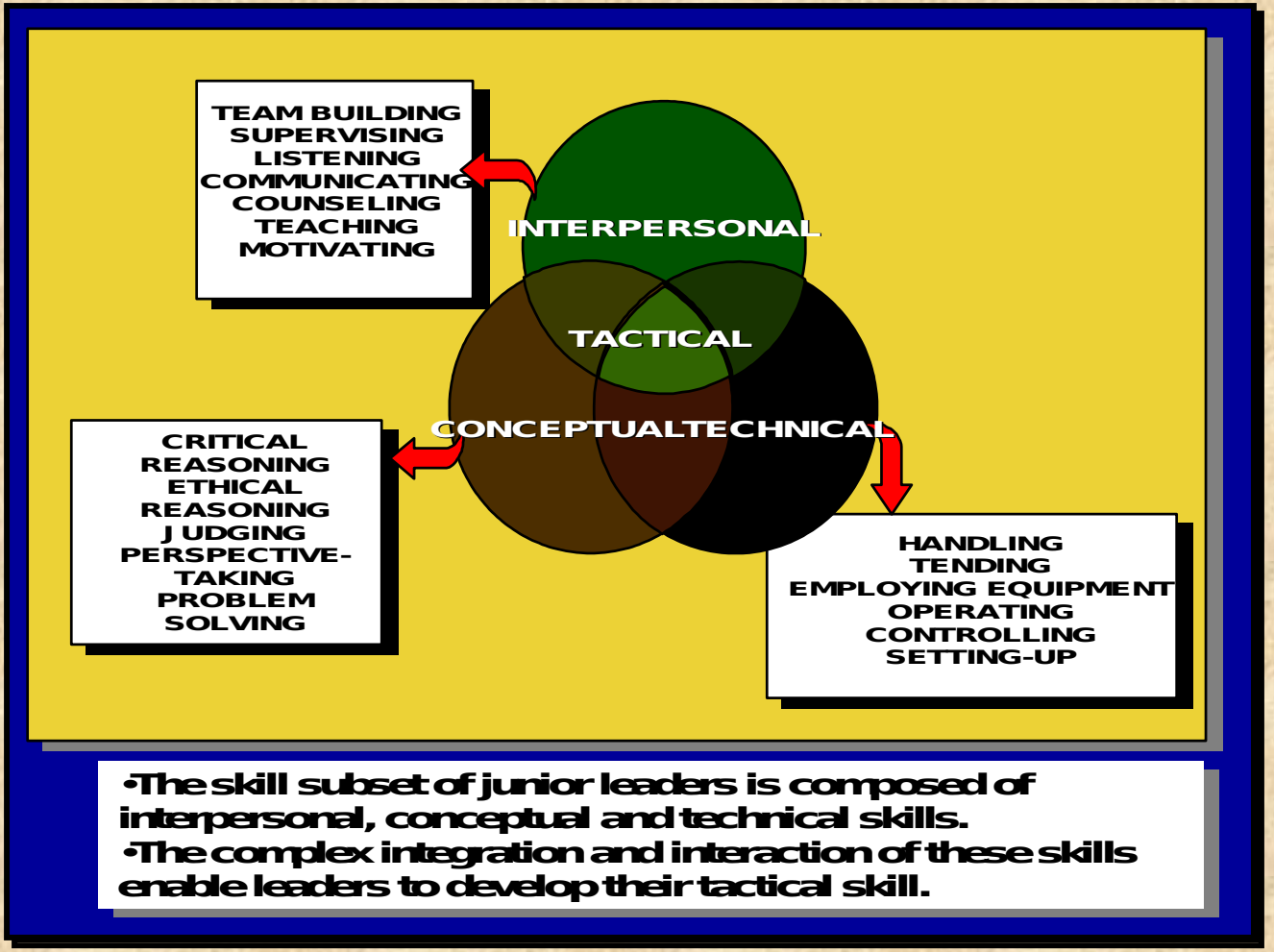
Loyalty

Duty

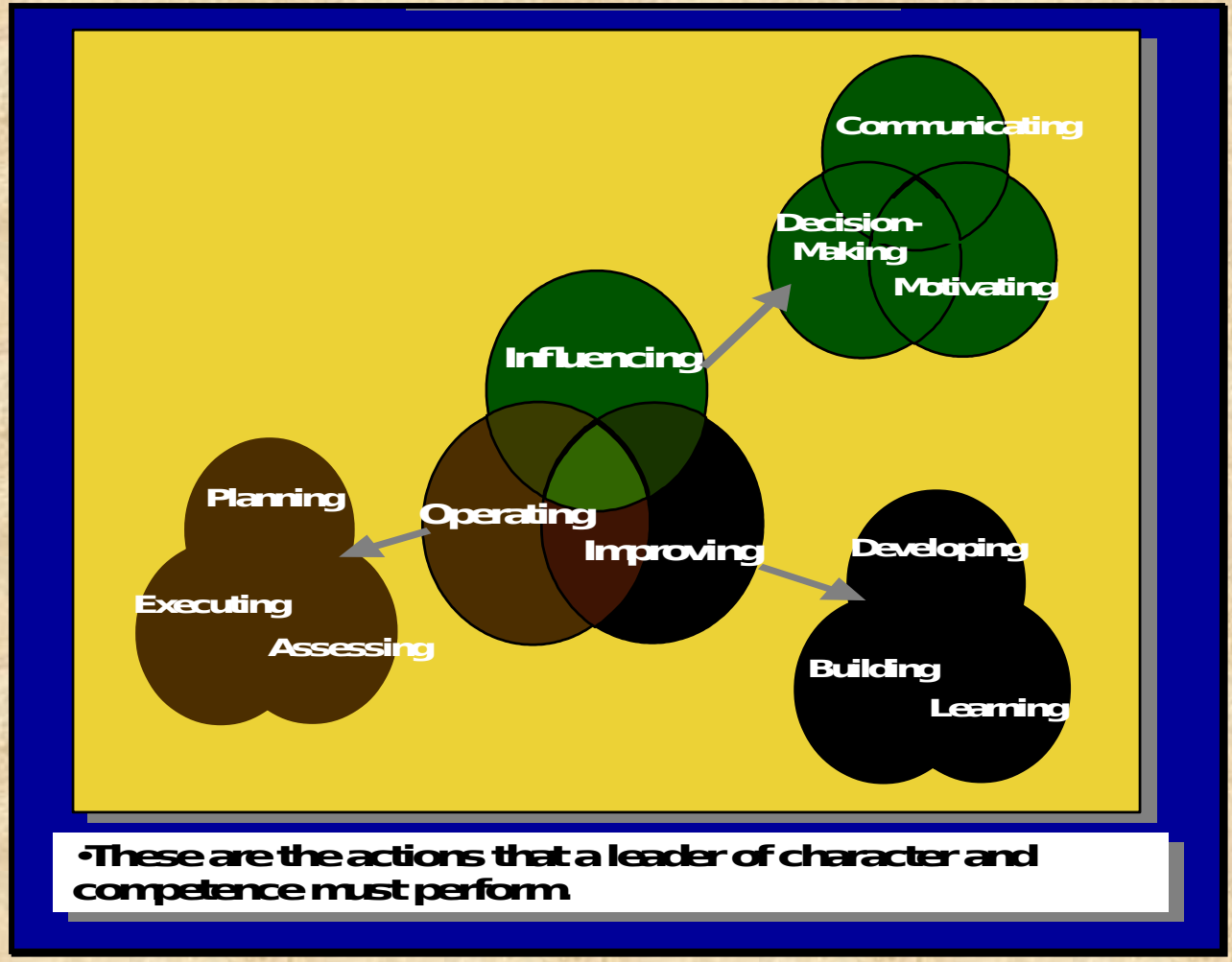
ATTRIBUTES


WILL
SELF-DISCIPLINE
INITIATIVE
JUDGMENT
CONFIDENCE
INTELLIGENCE
CULTURAL SENSITIVITY
Mental
Physical
Emotional
PHYSICAL FITNESS
&
MILITARY / PROFESSIONAL BEARING
SELF-CONTROL
BALANCE
STABILITY
•The attributes of the leader are comprised of mental, physical and emotional characteristics.
•These attributes also can be developed over time.

REPRESENTATIVE SKILL

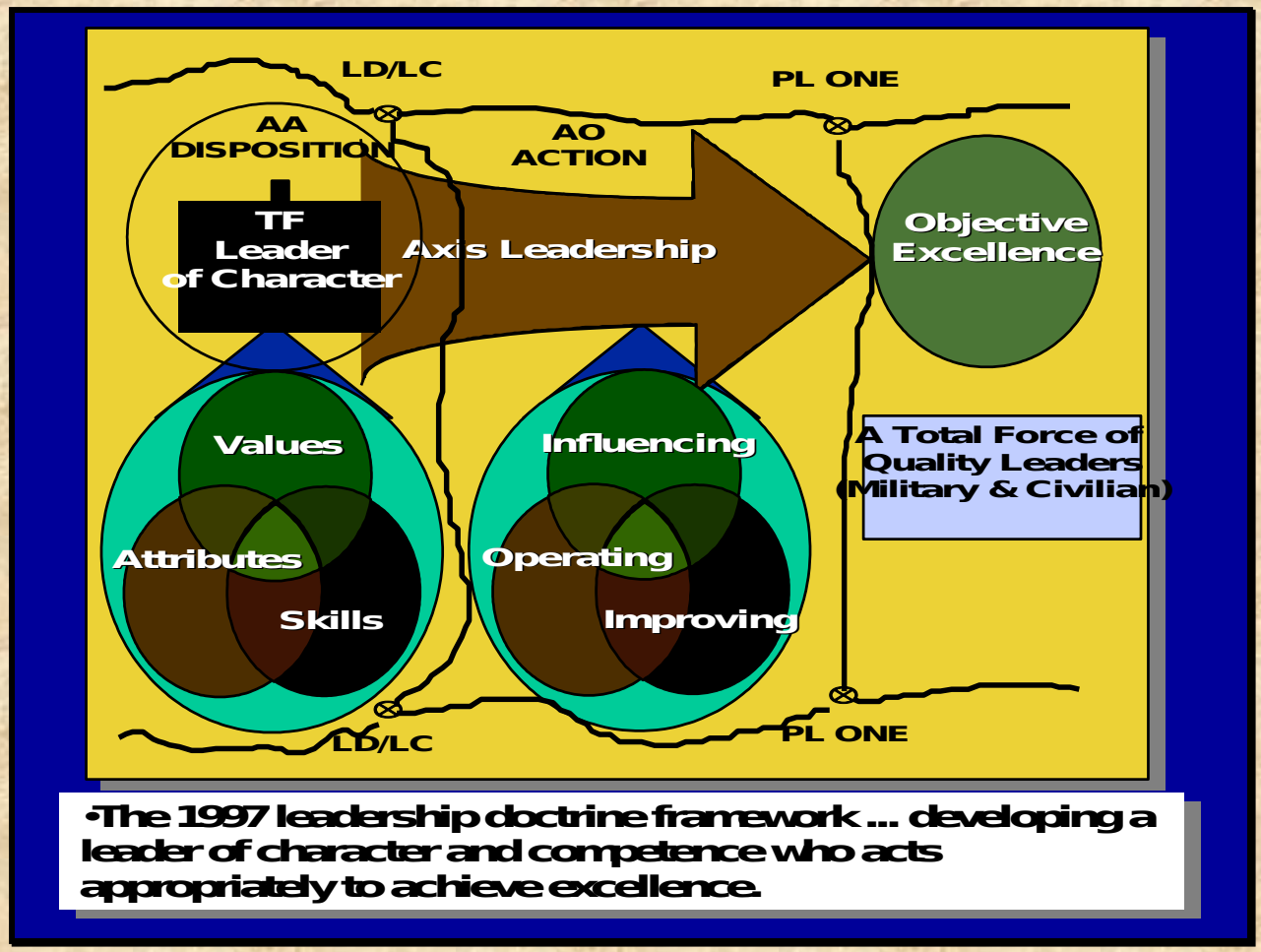


ACTIONS



- These are the actions that a leader of character and competence must perform.

LEADERSHIP DOCTRINE FRAMEWORK

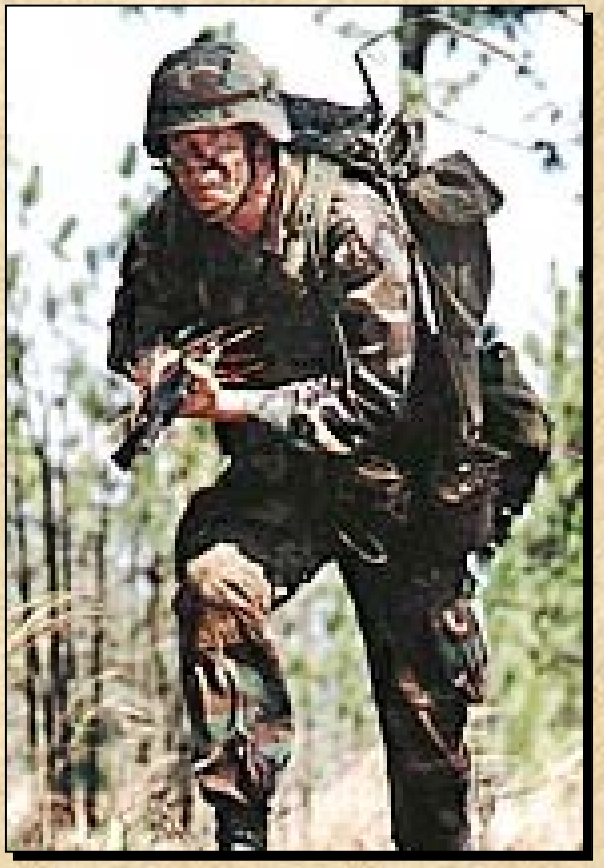


- The 1997 leadership doctrine framework ... developing a leader of character and competence who acts appropriately to achieve excellence.

ARMY LEADERSHIP DOCTRINE

THE ETHICAL DECISION MAKING MODEL

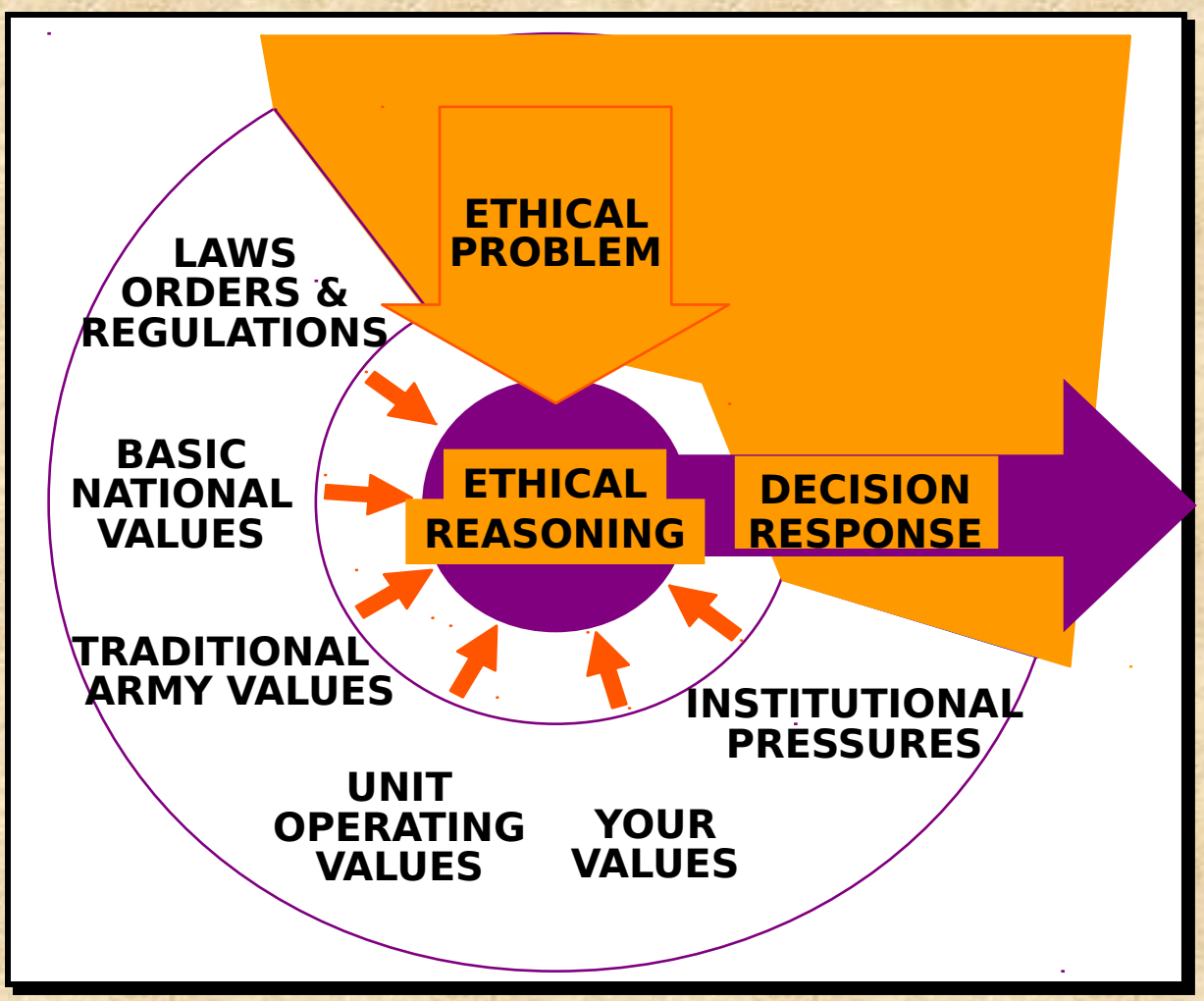
- **Laws and Regulations.**
- **Basic National Values.**
- **Traditional Army Values.**
- **Unit Operating Values.**
- **Your Values.**
- **Institutional Pressures.**



STEPS IN THE EDMM

- **Interpret the situation. What is the ethical dilemma?**
- **Analyze all factors and forces that relate to the dilemma.**
- **Choose the course of action that best serves the Nation.**
- **Implement the course of action you have chos**

ETHICAL DECISION MAKING MODEL



CRIMSON TIDE

- **Language in the movie may be objectionable.**
- **A rebel leader in Russia has seized a strategic nuclear missile site.**
- **United States Trident Submarines are alerted and sent to sea.**
- **A new XO joins the USS Alabama as it is sent to sea.**
- **The submarine assumes its patrol mission in its assigned sector.**

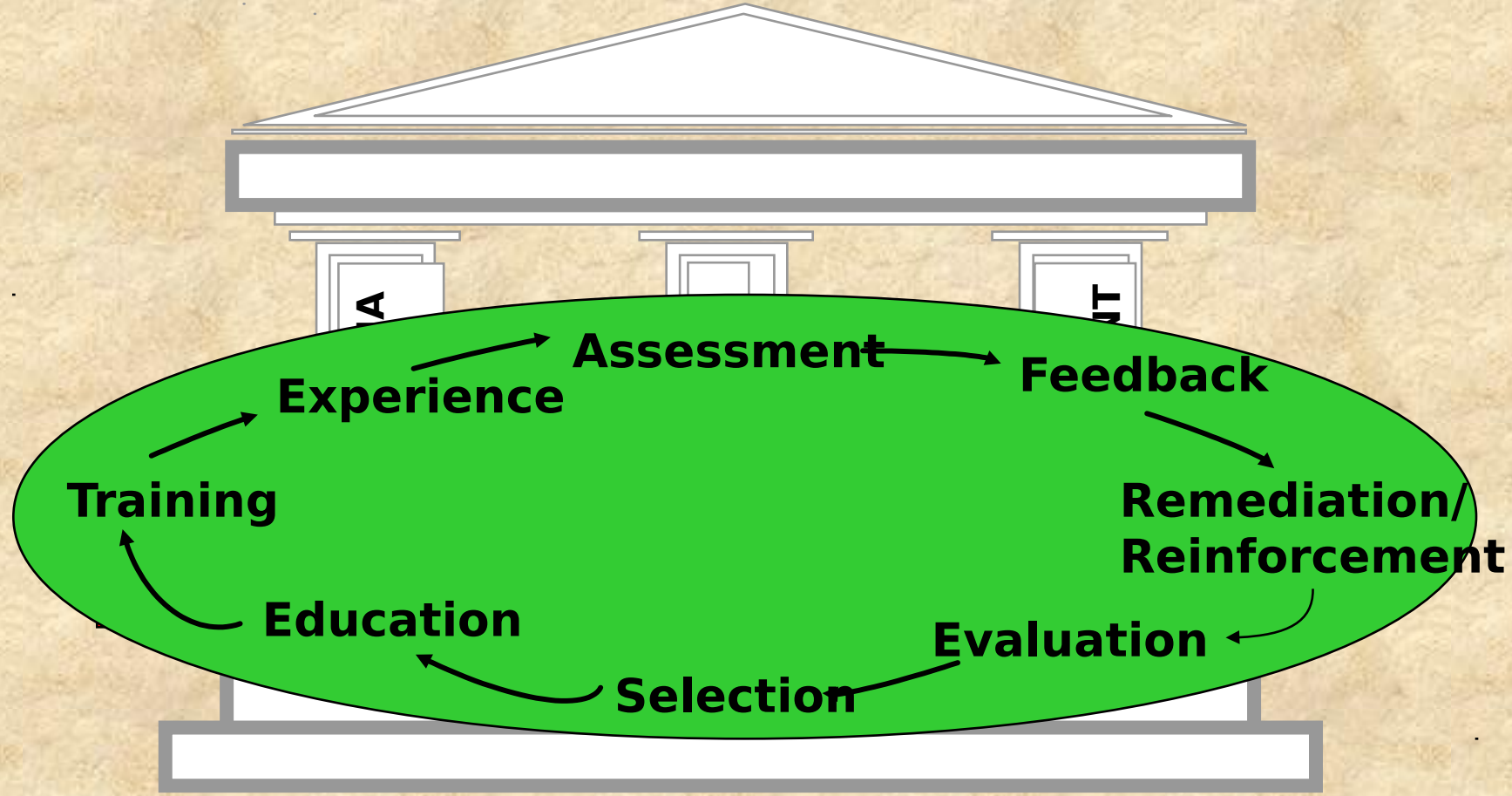
ISSUES

- **Which of the Leadership Values were the CPT and XO using?**
- **Did the CPT have a duty to launch the missiles without confirmation of fragmented messages?**
- **Did the XO have a duty to confirm the message fragment prior to launching missiles?**
- **How did the CPT use the EDMM?**
- **How did the XO use the EDMM?**

ISSUES

- **Observation of the ethical decision-making of the CPT, XO, and crew?**
- **What has changed in Weps EDMM as he refuses to obey the CPT's command to launch the missiles?**
- **What values is Weps using in making this decision to disobey?**
- **What values is the CPT using when he threatens Weps?**
- **Has the CPT made this a personal or professional issue?**
- **What values led the CPT to resign and recommend the XO for command?**

ARMY LEADER DEVELOPMENT PROCESS



SUMMARY

- How do ethics relate to doctrine?
- What are the Army Values?
- What is ethics?
- What is the relationship of Leadership Values and Ethical Decision Making?
- How does this relate to unit performance?
- Attributes of a leader of character?
- What is EDMM?
- Application of EDMM to *Crimson Tide* scenario?